



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON, DC 20380-0001

MCO 5200.27  
RPP  
18 Sep 91

MARINE CORPS ORDER 5200.27

From: Commandant of the Marine Corps  
To: Distribution List

Subj: MARINE CORPS PROGRAM PROGRESS REPORT SYSTEM (MCPPRS)

Encl: (1) MCPPRS Chart Guidelines  
(2) Commandant's Committee Membership  
(3) MCPPRS Subject Area Responsibility

1. Purpose. To promulgate instructions regarding the operation of the Marine Corps Program Progress Report System (MCPPRS).

2. Concept

a. The MCPPRS is a management information process that collects, processes, and presents timely, relevant information which assists the Commandant and the Headquarters staff in control, planning, and decision making.

b. The MCPPRS provides information on both programs and evolving issues. Recurring information is provided on 12 subject areas. These are readiness; aviation; manpower; force structure; logistics; supporting establishment; financial management; reserves; legal; research, development and acquisition; Joint Staff/OSD Issues; and amphibious lift. The programs or issues have at least one of the following characteristics:

- (1) High cost.
- (2) Highly controversial.
- (3) Critical to the retention of and/or performance of the Marine Corps mission.
- (4) Specific interest to the Commandant.

c. The MCPPRS information is developed from reports submitted by field commanders and Headquarters staff sections under the general supervision of the Deputy Chief of Staff for Requirements and Programs (CMC (R&P)). The processing includes selection of relevant material; evaluation of information as to timeliness and accuracy; comparison against expectations; forecast of future actions; and coordination to ensure complete staff action. The information is presented to the Commandant at the MCPPRS briefing.

18 Sep 91

3. Nature of the Information. Ease of assimilation is an essential requirement to the success of the process. To accomplish this task, it is necessary to present the information in a simple, consistent format that is as standardized as possible. See enclosure (1) for specific directions on types and structure of charts. The main value of the system lies in the ability to display to its viewers the past, present, and anticipated status of programs, including the evolution of long term external issues. All programs will, to the extent possible, contain the following elements of information:

a. Current Information. Although accuracy is required, the information may be an approximation obtained by summarizing or rounding of exact data.

b. Historical Information. The MCPPRS is not designed to provide a historical record of programs; however, sufficient historical information will be retained to depict trends.

c. Goals. Objectives, policies, and requirements of the Commandant and other higher authorities will be translated into goals to be accomplished. These goals will be depicted in graphic form.

d. Forecast. Predictions of coming events will be displayed in the form of a plan or a projection, as appropriate. Forecasts will be dated and, when revisions are necessary, the current and last forecast will be displayed.

#### 4. The MCPPRS Process

##### a. Schedules

(1) A program schedule will be published every 2 months by DC/S R&P. This will provide planning guidance as to which programs are expected to be briefed in the subsequent 6 month period.

(2) A briefing schedule will be published monthly. Normally, four briefing sessions are conducted each month, thereby allowing each subject area to be briefed approximately every 3 months.

b. MCPPRS Briefing

(1) The MCPPRS briefing is presented to the Commandant's Committee, as shown in enclosure (2). Attendance is limited to principals, or in their absence, principal deputies. Action officers will be limited to the briefer.

(2) The security classification of the material briefed will not exceed secret, except by prior arrangement. The cognizant staff agency is responsible for assignment of security classifications to the material presented.

(3) The complete briefing will be limited to 1 hour. Normally, three MCPPRS programs will be briefed at each session. Each program brief will not exceed 10 minutes, leaving 30 minutes for questions and discussion.

(4) The MCPPRS brief will be conducted in the CMC Conference Room (Room 2206), unless classified above secret, in which case the briefing will occur in the Sensitive Compartmented Information Facility in room 3226.

5. Action

a. Heads of cognizant departments; the Commanding General, MCCDC; heads of divisions; the Commanding General, MCRDAC; and heads of separate offices, as designated in enclosure (3) will:

(1) Determine those programs to be reported on within their assigned areas.

(2) Recommend briefing frequencies for particular programs.

(3) Prepare, staff, and review MCPPRS briefings. MCPPRS "read ahead" briefing charts will be distributed to designated attendees 48 hours prior to the actual briefing.

(4) Establish goals.

(5) Develop plans to attain the goals.

(6) Evaluate actions taken to accomplish plans.

(7) Forecast expected actions.

(8) Provide copies of briefing materials and supporting footnotes to DC/S R&P 2 working days prior to the MCPPRS briefing.

b. The Deputy Chief of Staff for Requirements and Programs will:

(1) Supervise the operation of MCPPRS.

(2) Recommend programs which should be added to or deleted from the MCPPRS.

(3) Review and analyze programs in the MCPPRS to ascertain that problems are identified and briefed.

(4) Schedule MCPPRS briefings.


c. The Secretary of the General Staff will:

(1) Coordinate approval of nominated MCPPRS programs, and MCPPRS briefing agendas.

(2) Monitor staff actions directed during the MCPPRS briefings.

d. The Director of Administration and Resources Management (ARA) will provide visual aids equipment and equipment operators for room 2206 for MCPPRS briefings as requested by briefing agencies.

S

  
J. R. DAILEY  
Assistant Commandant  
of the Marine Corps

DISTRIBUTION: PCN 10207460900

Copy to: 7000110 (55)  
8145005 (2)  
7000144/8145001 (1)

MCPPRS CHART GUIDELINES

1. Purpose. To publish standards for the preparation of charts used for MCPPRS briefings.
2. General. Information will be displayed in a simple manner, consistent with accuracy and understanding. In order to facilitate rapid assimilation of the information presented, elements of information common to all charts will be as nearly standardized as possible.
3. Charting Guidelines
  - a. Charts will be prepared by the briefing agency.
  - b. In order to achieve consistency in presentations, Harvard Graphics is recommended for chart preparation. However, any computer graphics package which generates a similar appearing presentation may be used.
  - c. Paper charts will be in black on white format. Color transparencies may be used at the discretion of the briefer.
  - d. The security classification will be depicted in the upper left-hand and lower right-hand corners on each chart and transparency.
  - e. Charts should contain three basic elements:
    - (1) History
    - (2) Current Status
    - (3) Objectives, goals, and/or requirements
  - f. Representations on charts will normally be depicted according to the fiscal year, with sufficient history maintained to indicate trends.
  - g. The data cutoff date will be displayed in the upper right-hand corner of charts and transparencies.

ENCLOSURE (1)

18 Sep 91

h. As an option, the briefing title and date of presentation may be entered in the lower left-hand portion of the graphic.

4. Standard Formats. Figures 1 through 6 are the standard chart formats recommended for preparation of MCPPRS materials. Other formats may be used as deemed necessary. Preformatted Harvard Graphics Shells are available from DC/S R&P. These charts are:

- Figure 1 - Line Chart
- Figure 2 - Area Chart
- Figure 3 - Vertical Bar Chart
- Figure 4 - Horizontal Bar Chart
- Figure 5 - Pie Chart
- Figure 6 - Bullet Chart

5. Visual Aids. The CMC Conference Room (Room 2206) is equipped with a variety of equipment to assist briefers in presenting MCPPRS materials. With two side-by-side overhead transparency projectors, two side-by-side 35mm slide projectors, and two side-by-side video projectors, briefing materials can be presented using any combination of media projection. Either one of the video projectors (but not both simultaneously) can be used to display Harvard Graphics images through the attachable "VideoShow" device. Briefing agencies desiring to utilize this method of display must first create their materials in Harvard Graphics and place them on a 5.25" diskette. Once a final set of briefing material is ready, the material must be "converted" to VideoShow format. A conversion and practice VideoShow workstation is located in room 1230. Briefing agencies desiring to utilize the VideoShow capability must coordinate in advance with the Director Administration and Resource Management (ARI) in room 1230.

ENCLOSURE (1)

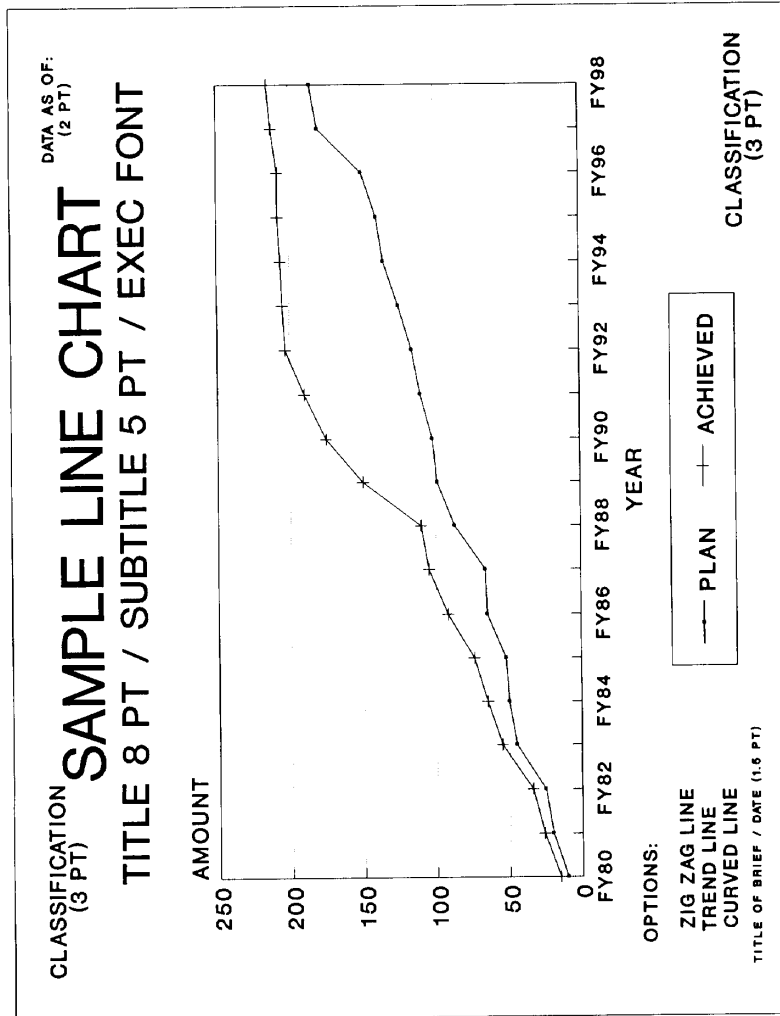
LINE CHART

1. The line chart is the most widely used form of presenting statistics graphically. The plotted points of the data are simply connected by lines. The fluctuations of this line show the variations in the trend.
2. Most of the line charts used in the review and analysis of programs are time series charts. Such charts show quantities measured at specified times, such as procurement or strength by month.
3. Multiple-line charts are useful to compare two or more related trends. However, if too many lines appear on one chart, the plottings become indistinguishable, especially if the curves crisscross or run together. Where there are many lines, or several lines of the same magnitude, the information will be produced on two or more charts with the same scale.
4. Line charts are most effective:
  - a. When data covers a long period of time.
  - b. To emphasize trends.
  - c. When several series are compared on the same chart.

Figure 1. Line Chart.

ENCLOSURE (1)

MCO 5200.27  
18 Sep 91



ENCLOSURE (1)

ENCLOSURE (1)



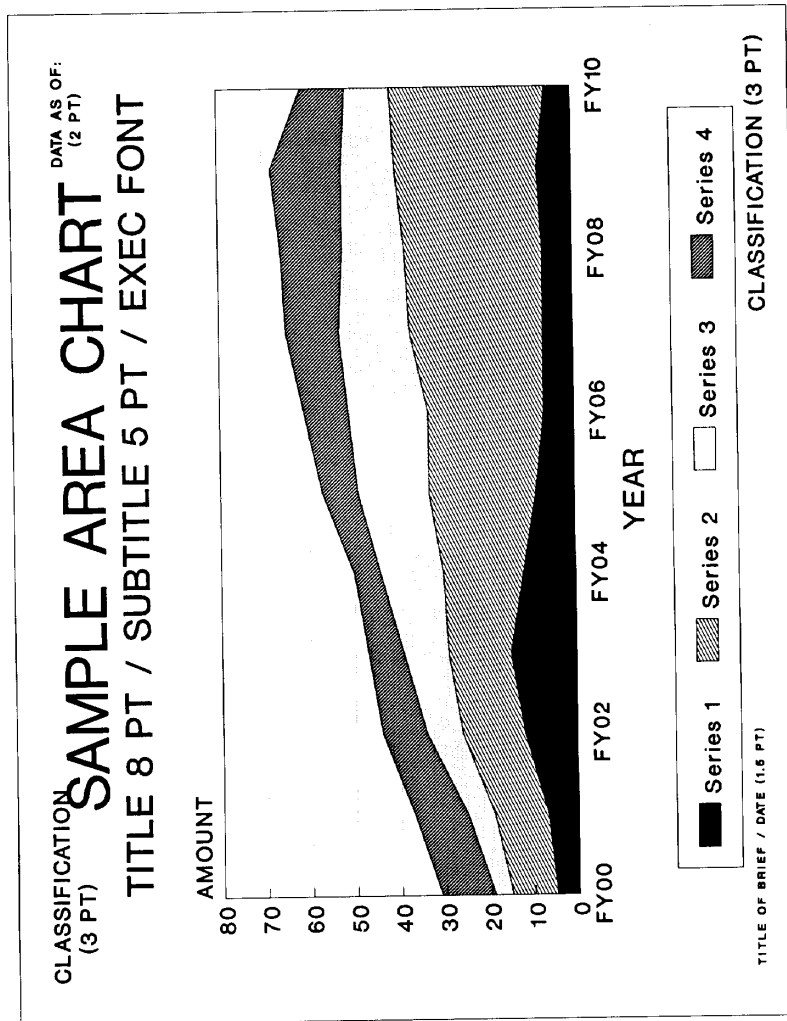
### AREA CHART

1. Area charts are shaded curve charts. They are sometimes referred to as "band," "strata," or "layer cake" charts.
2. The simple area chart depicts a single trend. Its layout and plotting are similar to those of a line chart. The area below the trend line is shaded. The shading tends to give a silhouette effect which emphasizes the overall picture of the trend. The simple area chart should always be plotted from the zero line, as a broken scale distorts the picture and overemphasizes the difference in amounts.
3. The subdivided area chart is a series of bands or strata showing the cumulative components of a total trend; i.e., how the component parts combine to make the total. The height of each band is read from the top of the band below it. Only the bottom layer of the subdivided surface chart is measured from a fixed base (zero line). All other layers are measured from a changing base.
4. The area chart should be used:
  - a. To emphasize trends.
  - b. To show changes in the relative size of component parts over a period of time.

Figure 2. Area Chart.

ENCLOSURE (1)

MCO 5200.27  
18 Sep 91



ENCLOSURE (1)

ENCLOSURE (1)

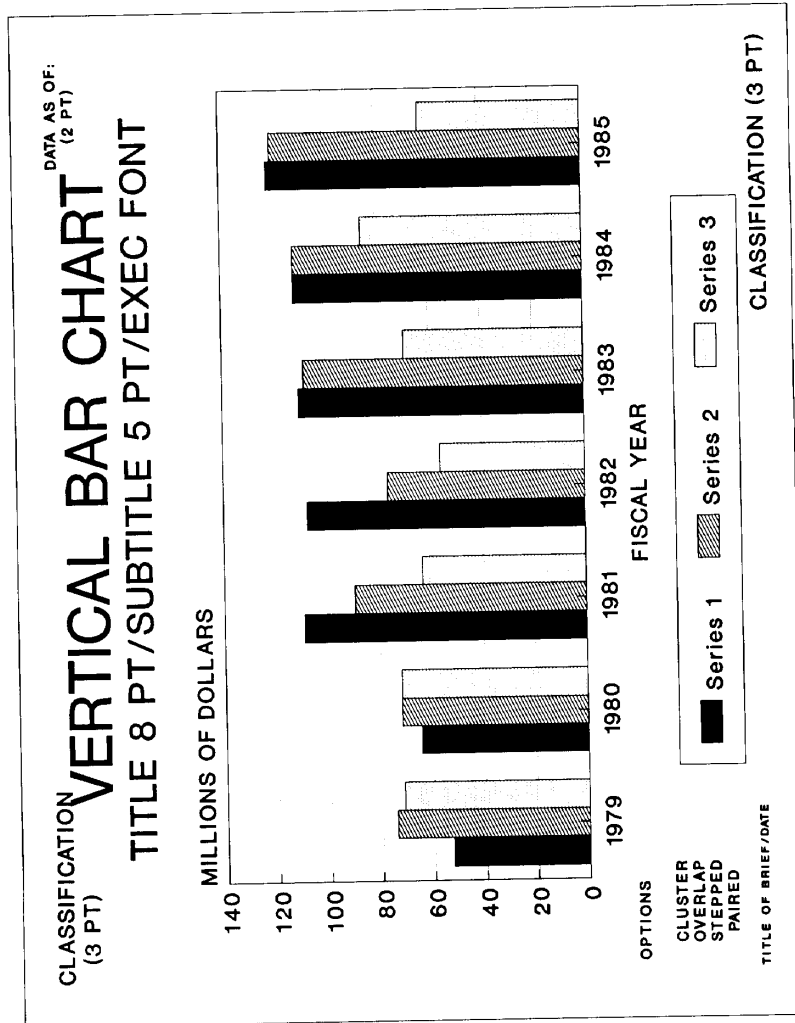
VERTICAL BAR CHART

1. The vertical bar chart consists of a series of vertical bars, each extending from the base line to a plotted point. Its primary purpose is to depict numerical values of a given item over a period of time. These values, either absolute or per cent, are represented by the height of the column.
2. Column charts are most effective:
  - a. To compare data for a given item at different times.
  - b. When there are only three or four points to be plotted.
  - c. When data fluctuates very sharply.

Figure 3. Vertical Bar Chart.

ENCLOSURE (1)

MCO 5200.27  
18 Sep 91



ENCLOSURE (1)

ENCLOSURE (1)

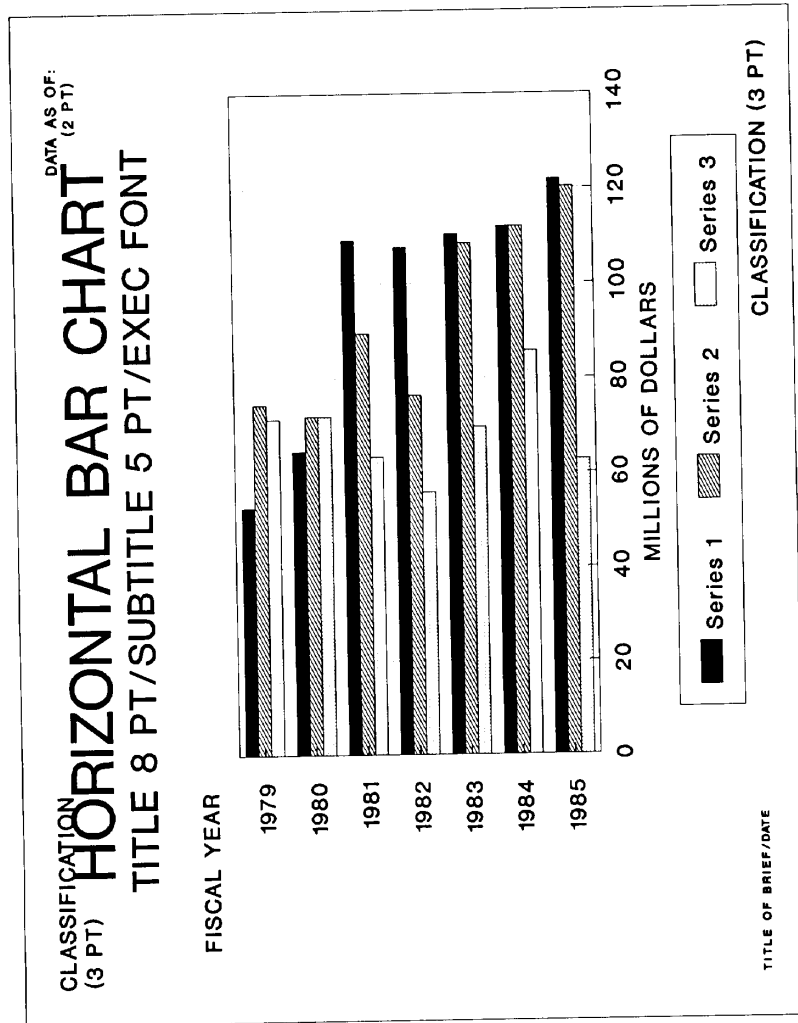
### HORIZONTAL BAR CHART

1. The horizontal bar chart is the simplest form of graph comparing different items as of a specified date. Amounts are represented by the length of horizontal bars. The bars, originating at the right of a common base line, are measured by a few vertical scale lines or ticks.
2. Bar charts differ from curve, area, and column charts in that they have only one scale. This is an amount scale, and it measures across the chart; the vertical dimension is used for listing items measured. The horizontal direction of the bars presents a direct contrast to the vertical arrangement of columns, and thus shows the reader at a glance that this is not a time series chart.
3. Bar charts should be used:
  - a. To compare different items as of a specified date.
  - b. To show how several items differ from each other in the distribution of their components.

Figure 4. Horizontal Bar Chart.

ENCLOSURE (1)

MCO 5200 .27  
18 Sep 91



ENCLOSURE (1)

10

ENCLOSURE (1)

10

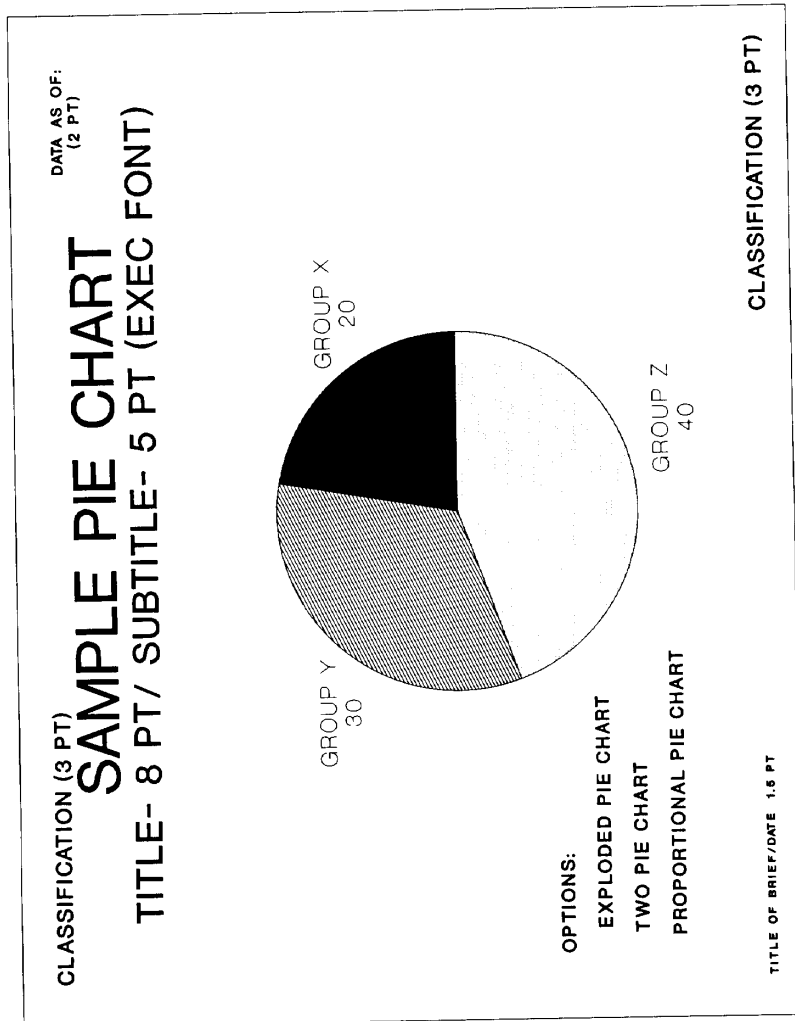
PIE CHART

1. The pie chart makes a comparison of various components with each other and with the whole; however, this type should be used sparingly, especially when there are many segments. It is not only difficult to compare area segments, but most difficult to label them properly. When there are many divisions of the data, a bar chart would give greater clarity (figure 4).
2. The pie chart, with one or two sectors representing percentages or parts of a dollar, can be used very effectively for briefing information. Where there are many sectors involved, it is likely to become too complicated to label clearly.

Figure 5. Pie Chart.

ENCLOSURE (1)

MCO 5200 .27  
18 Sep 91



ENCLOSURE (1)

12

ENCLOSURE (1)

12



BULLET CHART

1. A bullet (or "text") chart will be used to organize and convey thoughts which do not lend themselves to numeric depiction.
2. "Bulletized" text should be concise enough to fit into one or two lines of text. Longer items should be broken into two or more bullets. Alternatively, use of sub-bullets is recommended.

Figure 6. Bullet Chart.

ENCLOSURE (1)

MCO 5200.27  
18 Sep 91

CLASSIFICATION (3 PT)	DATA AS OF: (2 PT)
<b>SAMPLE BULLET CHART</b>	
<ul style="list-style-type: none"><li>■ TITLE 8 PT<ul style="list-style-type: none"><li>■ BULLET 5 PT</li><li>■ EXEC FONT</li></ul></li><li>■ BULLET</li></ul>	
TITLE OF BRIEF/DATE (1.5 PT)	CLASSIFICATION (3 PT)

ENCLOSURE (1)

14

ENCLOSURE (1)

14

COMMANDANT'S COMMITTEE MEMBERSHIP

1. Purpose. The Commandant's Committee exists to review issues with broad ranging implications.

2. Membership

Commandant of the Marine Corps  
Assistant Commandant of the Marine Corps  
Commanding General, Marine Corps Combat Development Command  
Deputy Chief of Staff for Installations and Logistics  
Deputy Chief of Staff for Aviation  
Deputy Chief of Staff for Manpower and Reserve Affairs  
Deputy Chief of Staff for Plans, Policies and Operations  
Fiscal Director of the Marine Corps  
Inspector General of the Marine Corps  
Deputy Chief of Staff for Requirements and Programs  
Assistant Chief of Staff, Command, Control, Communications  
and Computer, Intelligence and Interoperability  
Commanding General, Marine Corps Research, Development and  
Acquisition Command  
Counsel for the Commandant  
Director of Public Affairs  
Staff Judge Advocate to the Commandant of the Marine Corps  
Legislative Assistant to the Commandant

3. Other general officers or Senior Executive Service members may be invited to participate in selected meetings of the Commandant's Committee, depending on the subject under consideration.

4. Attendance at meetings of the Commandant's Committee is limited to principals or, in their absence, deputies.

ENCLOSURE (2)

MCPPRS SUBJECT AREA RESPONSIBILITY

<u>AREA</u>	<u>COGNIZANT STAFF AGENCY</u>
Readiness	Inspector General
Aviation	DC/S Aviation
Manpower	DC/S M&RA
Force Structure	CG MCCDC (Requirements) DC/S PP&O (Change Implementation)
Logistics	DC/S I&L
Supporting Establishment	DC/S I&L DC/S M&RA AC/S C412
Financial Management	FDMC DC/S I&L
Reserve	DC/S M&RA CG MCCDC (Requirements)
Legal	SJA to CMC Counsel to CMC
Research & Development	CG MCRDAC
Acquisition Programs	CG MCRDAC
Joint Staff/OSD Issues	DC/S PP&O DC/S R&P
Amphibious Lift	DC/S PP&O

ENCLOSURE (3)